



Conducting Business as a Virtual Project Team

Distributed Project Management

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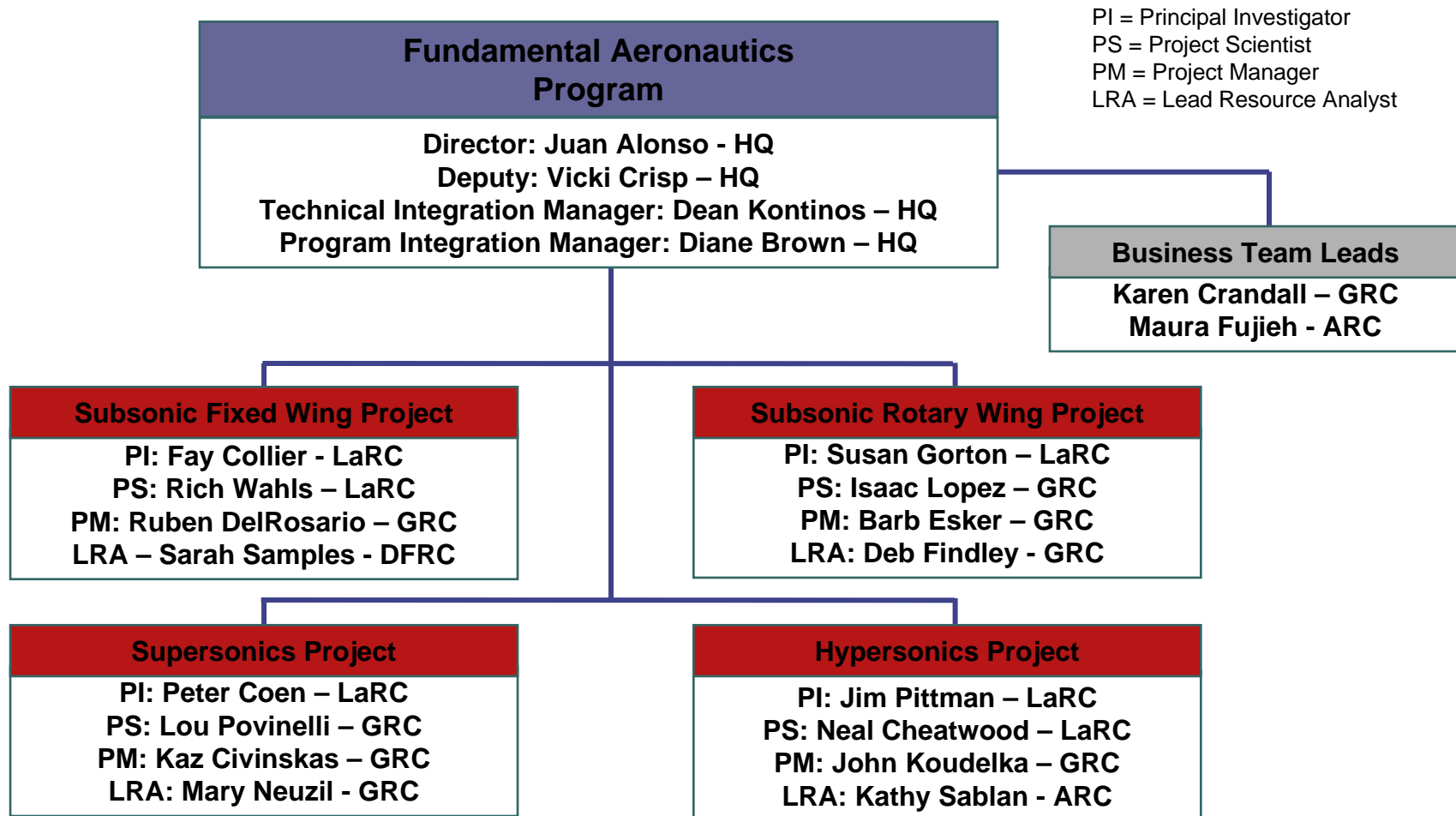


The Three Principles of ARMD

- We will dedicate ourselves to the mastery and intellectual stewardship of the core competencies of Aeronautics for the Nation in all flight regimes
- We will focus our research in areas that are appropriate to NASA's unique capabilities
- We will directly address the fundamental research needs of the Next Generation Air Transportation System (NGATS) in partnership with the member agencies of the Joint Planning and Development Office (JPDO)



The Fundamental Aeronautics Program





Progress to Date

October 2005	Dr. Porter begins restructuring of ARMD projects
January 2006	New projects are outlined at AIAA conference in Reno, NV
May 2006	Project proposals approved by AA
June 2006	First NRAs for Fundamental Aeronautics Program are released
January 2007	FY07 to FY11 Discipline and Project Plans are finalized
September 2007	New Discipline Plan templates are rolled-out to the Projects
January 2008	FY08 to FY12 Discipline Plans are routed to 160 Research Managers for signatures



Responsibilities of the APIs and APMs

- Each project is divided into
 - Disciplines
 - Elements
 - Tasks
- Associate Project Investigators define and lead the research conducted within each Discipline (typically one API per Discipline)
- Associate Project Managers are responsible for the resource management of the Disciplines (each APM typically covers multiple Disciplines)



Transition to Project Lead Resource Analysts

- Previous program structures had Resource Analysts aligned by center
- We chose to align Lead Resource Analysts by project to assign primary budget responsibility to one person
- This allows for deeper knowledge and better tracking of resources

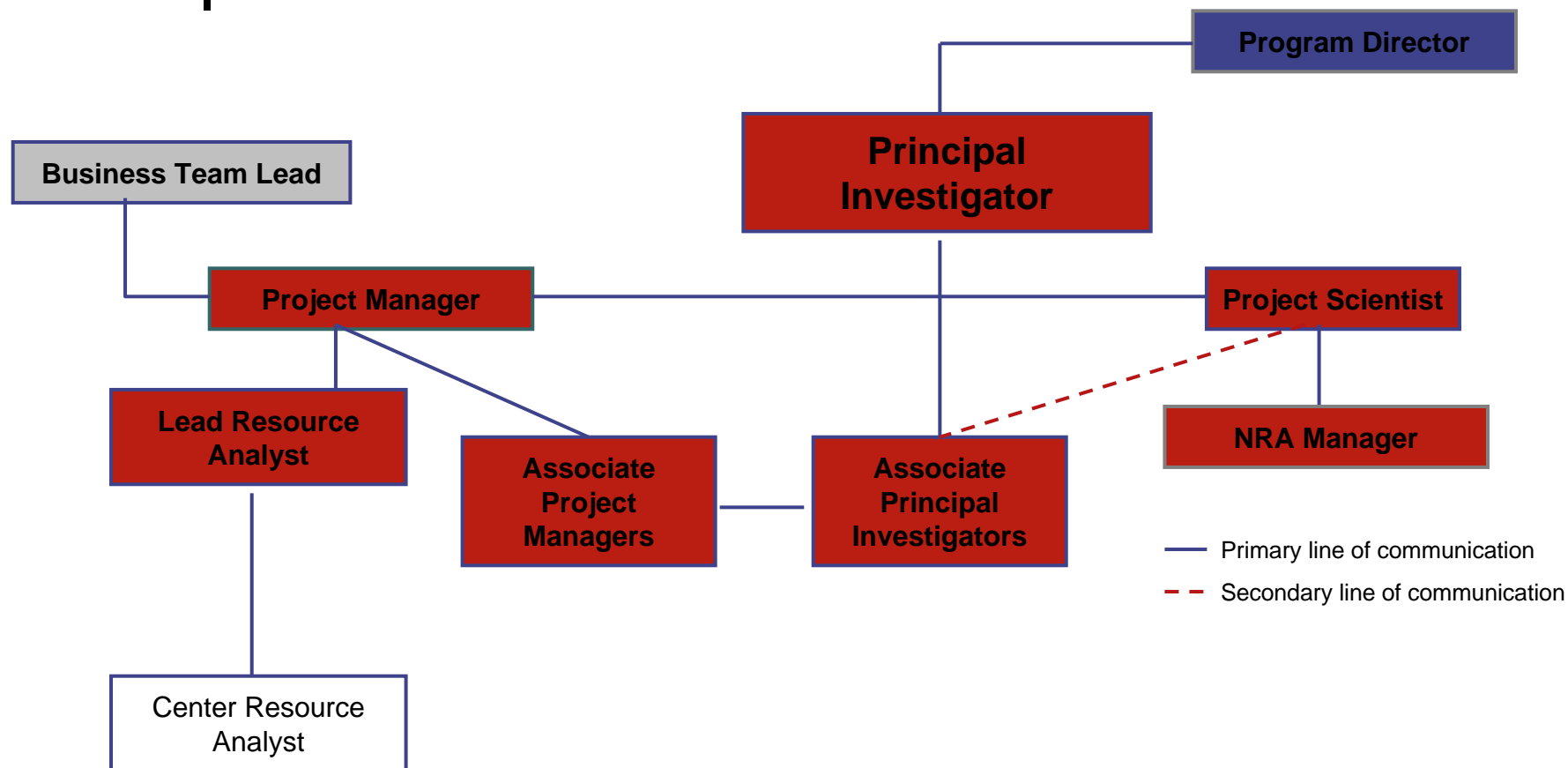


Business Team Structure

- Each Project has the following:
 - Multiple APMs
 - typically one at each research center
 - One Lead Resource Analyst
 - usually located at the same center as the PM
 - One scheduler, usually part-time
 - One NRA Manager
- The Projects share:
 - Two Business Team Co-leads
 - Center-specific resource analysts
 - Two database developers
 - one for the NRAs
 - one for the Discipline Plans

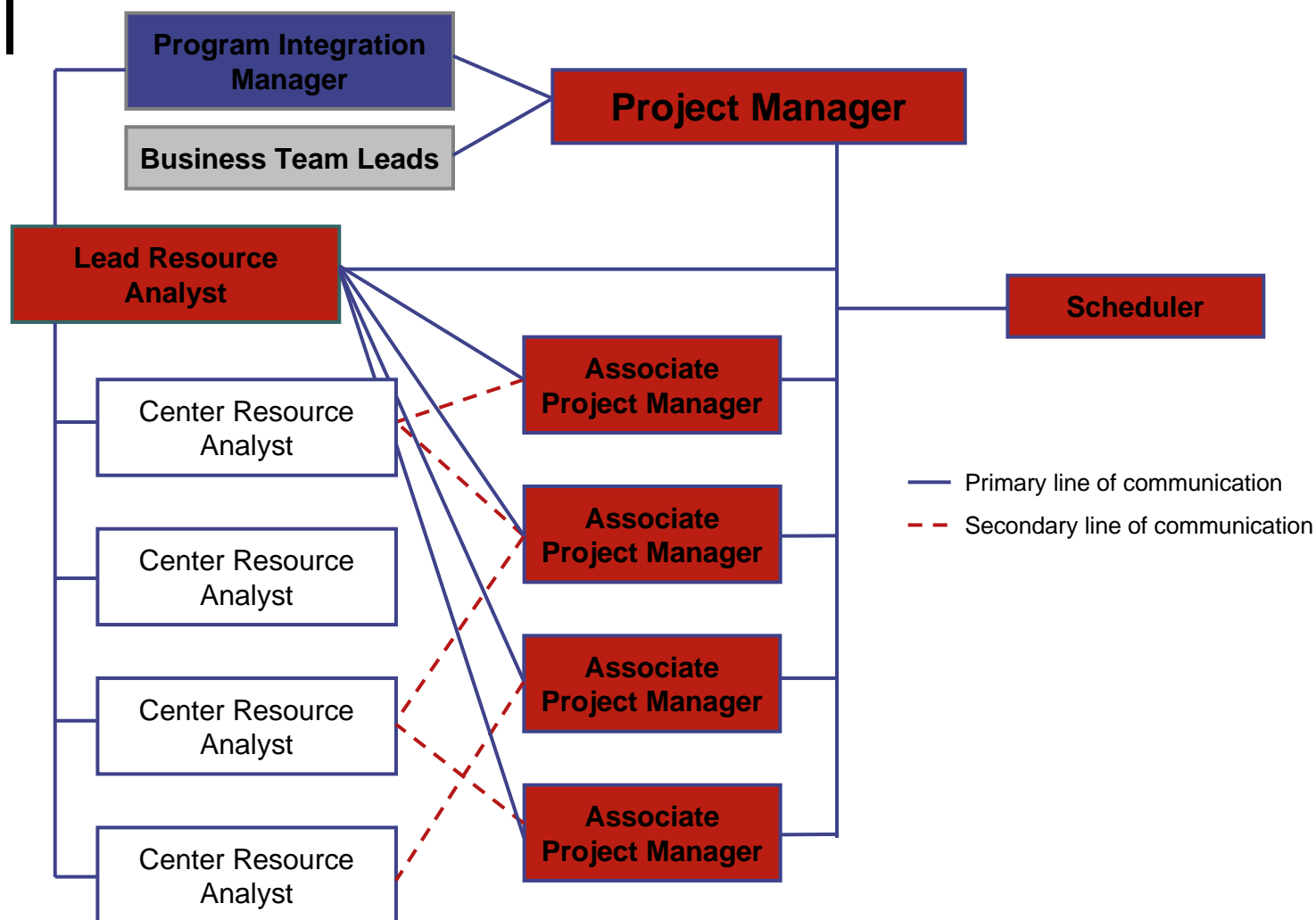


Project Structure





Project Management Structure





Challenges of the New Program Structure

- Communications
- New roles and responsibilities
- New processes
- New responsibilities due to cross-center requirements
- Schedules and timing



Tools We Use

- NSPIRES – NRA solicitations
- PBMA – secure file storage
- Space Act Agreement Manager (SAAM) – routing of plans
- BW, SAP – financial data
- RMRS – year of execution financial tracking



Lessons Learned

- Communicate, communicate, communicate
- Everything takes longer than expected
- Face to face meetings are important, especially at the beginning
- Well-defined processes are invaluable
- Never underestimate confusion when changes are made



What's Next?

- Process improvements to the planning cycle
- Continued tool development
- Ongoing communications
- Scheduling adjustments



Questions.....

